

## HANDOUT 4.5 — COLLABORATIVE PROCESSES

### **Basic Principles of the Ideal Collaborative Approach**

1. Initiate the discussion of issues before someone else does
2. Get the public involved early
3. Recognize that public involvement requires sharing, and/or clarifying decision-making authority
4. Get commitment from superiors for sharing authority wherever and whenever possible
5. Be inclusive - cast the net widely
6. Expect distrust
7. Inform, but remember that communication is a two-way street
8. Use multiple approaches
9. Accept and learn from failure

### **Common Mistakes and Reasons for Failure in Collaborative Processes**

1. "This issue has a lot of quality requirements; I can't involve the public."
2. "I'll figure out the alternatives first, and then I'll see what the public thinks."
3. "I'll involve the public through existing organized groups."
4. "I've got a time constraint, so I can't involve the public."
5. Misunderstanding of participants on their decision making authority, the process, or their role.

From: "Planning for Public Involvement in Decision Making: Strategies for Survival and Success." Training workshop for the Marine Resources Division of the South Carolina Department of Natural Resources, sponsored by NOAA Coastal Services Center. March 1998.

Source: Hinkey, L. and Engleby, Laura (instructors/editors). 2002. Navigating in Rough Seas: Public Policy Issues and Conflict Management. NOAA Coastal Services Center.